

Profession of Arms Forum Notes, 9 February 2011

1. Opening Remarks by GEN Dempsey (D4): *I predict that this campaign will not end this year. We will revisit our values, across all our cohorts, as part of the Campaign of Learning.*

So far we have not included in the Community of Practice the Retired members of our profession, we need to find a way to do that. [Later he came back to re-emphasize the need to include Retirees in the campaign assessment.] I am not sure how we go about doing that, but for example, we should ask LTG Batista what was it that drove him to make the moral-ethical decision to speak out publically to criticize the civilian leadership of the prior administration? There are people who think he was wrong in doing so and there are people who applauded his decision to do so, but we need to understand and discuss what was his motivation for doing so, that he felt so passionate about as a retired officer.

Another area we have not addressed is the impact of the virtual world on the Army of today. We need to line up the persona of these young people in the virtual world with their persona in the real world as members of the profession so that they are consistently professional in their virtual and real lives.

Then when we finish this campaign year, we are going to revise the White Paper based on what we learn and it will become Chapter 1 of FM 1, The Army, to help in education and leader development.

We know that a lot of our young soldiers joined the Army to be deployed in the combat zones, but as we reduce our deployments, what guidance do we give to those soldiers who joined to deploy to war to motivate them to stay in the Army as it gets reduced? With this campaign, we are trying to provide a foundation for transformational change – a touchstone to ground us in our profession to preclude becoming adrift.

2. D4 response to COL Hannah's initial slides: *This is not General Dempsey's Campaign Plan! This is the Army's Profession of Arms campaign plan. Two points about the campaign – first is that we really need the bottom up input from the field and then after we address those we can decide with the senior leaders what actions to take in response to the issues raised. As part of this assessment, Let's be uncomfortable – let's talk about those issues such as moral-religious values within the concept of the profession.*
3. LTG Webster remarks: *The survey needs to get out to everybody. Folks feel like they don't have a voice in these matters, whether that is through focus groups, blogs, or surveys.*
4. D4 response to LTG Webster: *It sounds like a social network to me. [Discussion ensued about Facebook and Army controlled blogs]. The best part of this is the bottom up aspect – we get the input of the young people, then the senior leaders get to review that input and make decisions. How do we know that everyone has an opportunity to provide their feelings on these matters? We have to have some way to acknowledge their input and provide them feedback about what we have done in response, but it cannot overburden us in trying to personalize the response to the inputs. LTG Caslen, **this is a tasking**, I want you to establish a Facebook interface to capture that input and a way to acknowledge the contribution of the soldiers. We need an interactive App – the worst thing we could*

do is kill people with a slide deck of Power Point directive lectures. Figure out the social network aspects of this.

5. LTG Bostick: *We should know what civilians, AC, and RC have to say by category because I think we will get different opinions from each of them.*
6. D4: **Guidance to CAPE**, *the goal is to provide feedback to the force and continuing dialog. I am still looking for that “dropping the glass” moment in this campaign. What is it?*

Discussion on ATTRIBUTES:

1. D4, *We have to be able to measure these attributes on the evaluation reports for the professional and these attributes (definitions) have to be understandable. We need a limit to the number of attributes, 12 is too many but maybe 8 is too few, I do not know what is the right number. We cannot overburden some of the attributes by subsuming key concepts and terms under the heading of a smaller number of attributes.*
2. LTG Ben Freakley: *Why was “Discipline” not on the list of attributes?* [Discussion followed but no decision on inclusion or exclusion. COL Hannah replied that it was addressed in Unified Quest by at least one panel and it is closely aligned with both “Trust” and “Duty”].
3. LTG Hertling: *There are really just 4 things we need to be a profession of professionals – a code of ethics, values, a skill set, and a desire to learn and grow within the profession. How do you define and measure each of those? I think we need a shorter list.*
4. MG Martin: *The work we just did at the War College with civilians and senior officers told us that each cohort has a different perspective and views on these matters.*
5. LTG Sterling: *The strategic leaders study that the AWC did identified several attributes of strategic leaders that are not on this list, such things as critical thinking skills, visionary, etc. should be included in the attributes.* [CAPE has not seen the list of those attributes ID by AWC and needs to obtain a copy of that study].
6. D4: *There are certain enduring attributes that are with a member of the profession from the very beginning of their journey from signing the oath to the end of their lives, even into retirement. Not all of the attributes are enduring attributes, some of them are acquired as the member is developed and progresses in the profession and goes from just being a new member to becoming a professional and leader. [Implied task to CAPE] We need to identify which attributes are enduring and which are in the other category.*
7. LTG Bostick: *The OER revisions that we are working on are not connected to this study (assessment), but I think they need to be linked. We now realize we want you to be broadened but at the same time be an expert in certain skills. Some attributes are going to be hard to measure. We definitely need “Skill” and “Expert” in the list of attributes, but they are certainly different for lieutenants and colonels.*
8. LTG Webster: *The Attributes must be simpler, logical, and we should add “Discipline.”*
9. BG Longo: *I do not like “Expert” because it is a higher standard that junior soldiers right out of IET do not have, thereby excluding them from the profession.*
10. Dr. Don Snider: *The professional has to be based on a criteria based model. The professional must possess unique skills or expertise required by the client, involving risk*

and the repetitive application of professional judgment; but, professionals need their expertise to be certified throughout their career.

11. LTG Hertling: *Use of the term "Expertise" seems better.*
12. CSM Calpena: *Soldiers have a different perspective than we do. They come in the Army to belong to something, to be part of something different than their former lives for various reasons. But for them, what I learn (expertise) is who I am. They want to be an expert (e.g., rifle marksmanship) and they are always striving to improve themselves. Expert is a standard for them to reach; it must be inspirational to motivate soldiers to continue to learn and improve themselves as a professional.*
13. D4: *I agree with the CSM; the attributes have to be inspirational, we have to focus on the enduring attributes.*
14. CG Ft Jackson: *The Attribute "Responsible" needs to be included.*
15. D4: *We will address it and consider inclusion of Responsible.*
16. Bob Reddy: *Certification as an expert or member of the profession must occur at more than one point in their career.*
17. MG Quantock: *When do you inculcate and internalize these attributes and thus become a professional? I think it is when you personally decide that you are committed to a lifetime of service to the nation.*
18. D4: *We need to find a way to determine that point at which time you become a professional, is it when you initially take the oath, completion of IET, end of first enlistment or officer time in service obligation? When do you become a professional?*
19. John Sparks: *With NCOs you have to fill out the other side of the equal sign to make the attribute meaningful.*
20. D4: *They have to feel it; not just have it defined.*

Discussion on Membership in the Profession and in the Profession of Arms:

1. LTG Caslen (C3): *The criteria for inclusiveness or for exclusiveness are very important. As an example, having a "calling" can be exclusive for those who do not possess that personal commitment.*
2. Maxie MacFarland: *We want to include everybody to inspire them to membership in the profession. When we talk about skill or expertise, it is really about expertise in one dimension.*
3. BG MacFarland: *Demonstrated expertise should be a criteria.*
4. Mr. Jim Warner: *Membership should be a sliding scale of the professional as you develop and progress in a career.*
5. LTG Webster: *The client trusts us to have continuing expertise, character and to be continuously learning. We need to be more inclusive in terms of membership.*
6. MG Quantock: *As Dr. Snider says, the degree of risk must be considered. Soldiers have the ultimate risk.*
7. LTG Bostick: *We need to go to inclusivity. We are in competition for talent, especially for civilian leaders and experts, we need to include DA civilians.*
8. D4: *The idea of lateral entry where a civilian logistician who works for Walmart and is 45 comes into the Army and becomes a logistics battalion commander – it just does not work. We have to be aware of the downside of inclusivity - we may dilute the meaning of*

being in the profession of arms in the eyes of those combat soldiers by allowing everybody to be a member.

9. LTG Vane: *We have to avoid creating a list of lists. Risk is what distinguishes us from other professions. We need to be more inclusive, but the focus must be defending the Constitution in accordance with our oaths.*
10. D4: *We need to include the Retirees because they preserve the profession with their stewardship.*
11. Mr. Ormond: *Members of a profession are not all professionals. So we can let people be members of the profession who are not professionals and not yet experts. (Inclusivity).*
12. Maxie MacFarland: *The term “profession of arms” is exclusive of others in the profession.*
13. BG Potter: *There have been in recent years much blurring of the distinctions between soldiers and civilians. Some civilians are trained, deployed, and armed on the battlefield and functions we used to do with soldiers in garrison are now done by civilians and contractors.*
14. D4: *Use of the terms Appendages or Enablers to the profession are offensive. I do not like them. We already have a huge problem between the generating and operating force just because of those innocently chosen terms – and it is corrosive.*
15. LTG Freakley: *We have to distinguish between it being just a job and a profession.*
16. BG MacFarland: *We asked the ILE students if the Army was a profession and 24% of them said it was not and they are cynical toward anything happening with this campaign. We can conceptualize the membership issue with a diagram of concentric circles.*
17. D4: **Tasking to BG MacFarland and CAPE:** *get that diagram developed and submit it to the Steering Group and Executive Committee. Do not compartmentalize that into the Profession of Arms and Military Profession.*
18. MG Martin: *Sir, there is a large range of feelings on this matter.*
19. D4: *We need to be inclusive of all cohorts, where do those cohorts then say someone is a professional? We have to be careful to not dilute the meaning of being a professional.*
20. MG Hodge: *We should be exclusive – it is the soldiers in uniform who are the profession of arms.*
21. Dr. Snider: *“Duty” – what does it mean within each cohort? You will find many differences of opinion among them and “duty” should be a criteria.*
22. D4 to CAPE: *I do not want to be driven by the timeline on this campaign. Let’s do it right.*
23. C3: *Trust is the essence of our relationship with the American people and must be earned.*
24. D4: *Trust is job one!*
25. MG Halverson: *Trust is one we need to co-op with the Retirees.*
26. D4: *We need to drive this decision on what are the attributes early, maybe keeping it to the power of three, so we can move ahead with the assessment.*
27. D4 to CAPE: *You do not need to use the AWC senior leader slide to brief again. Next time brief all officers on one slide from three cohort teams. The cohorts then need to address the cynicism (reported by BG MacFarland).*
28. D4: *We need to get the Warrant Officers opinions on belonging to the profession.*

29. John Sparks: *The NCO net has been not only gathering data inputs and opinions of NCOs throughout the Army, but we have also been answering respondents. We (INCOPD) cover 32 NCO Academies and interface with 160,000 students per year – RC included. We have to show the force that we are doing something in response to their input and this study.*
30. D4: *“Yes” to all CSM Sparks said, then at the end of this (assessment) we have to implement what we recommend; it must be about output.*
31. LTG Hertling: *We (IMT) set the base for the soldiers’ career. D4 responded, I like that. You do set the basis for every soldier or officer’s membership in the profession. LTG Hertling continued, Where we are weak is once the soldier or lieutenant leaves the training base of IMT and they go out to the force. IMT has produced their own EXORD for this campaign with 23 Brigade Commanders. But we train and observe soldiers in a sterile environment. We have little visibility of juniors in the force, especially with the National Guard. Our concern is what happens after they leave IMT.*
32. D4: *That is why we need FORSCOM at these forums – make sure we have FORSCOM here next time! [Guidance to CAPE or CAC?] We also have the problem with visibility of the Delayed Entry Program – 45,000 per year; we need some preparation and inclusion of them for input too.*
33. LTG Hertling: *We have 36,000 in ROTC, 2,000 in OCS, and 4000 at USMA in pre-commissioning programs who we also need to include in the assessment.*
34. LTG Freakley: *Who is responsible to ensure the pre-commissioning period and the officers deployed from OBC to the force are covered in the assessment? [Not ever answered]*
35. D4: *We must link the pre- and post- IMT folks in this assessment.*
36. Mr. Warner: *The Civilian cohort is unique in many ways from the others. First, is that there is no IMT for civilians. There is a broad spectrum of skills – 28 career fields. We have the other components of a profession, but we are weak on it being a calling and the commitment aspect. But in every survey that has been done for decades they tell us they are proud to work for the Army. BG Potter said the lines are blurring, we do have over 7,000 DA civilians deployed and some of them are armed. We have a huge Community of Practice for Civilians. The G-1 and MRMA are our partners at the DAHQ level.*
37. D4: *All the cohorts are on the correct path.*
38. Mr. Stamillo: *There must be a commitment to an ethical practice of the profession.*
39. LTG Sterling: *We need to talk to the other Services about this and get their perspectives. We need to talk to small groups of civilians, including Congress to find out how they feel about us.*
40. D4: ***This is a tasking:*** *I want a White Paper on How the Profession is currently seen from outside the profession – media, other Services, academia, our allies, Congress, the American public, think tanks, etc.*
41. ***C3 Summary:*** *We will bring the Attributes to the Steering Group and the Executive Committee, we will get the model of the membership up for your review, get the Social network in place, ensure surveys are available to the entire community, have splinter groups to look at the issue of how we are viewed outside the profession, and we will get Retiree input into focus groups which include the AC and RC.*

42. **D4 Summary:** *Most of the people in this room are in the final trimester of their careers. This assessment is an opportunity to leave behind a legacy for those who follow us in this profession.*